



**Department of Defense
Civilian Acquisition
Workforce Personnel
Demonstration Project**

Contribution-Based Actions and Contribution Improvement Plan Training

References:

Section III.E.2, AcqDemo Federal Register, dated January 8, 1999

Chapter 7, DoD / Army Operating Procedures, dated November 2003



Table of Contents: Click to Access Topic

1. Contribution-Based Actions	Specific Actions	Authority	Timing in Cycle			
2. The Informal CIP	CCAS Cycle	Informal CIP Triggers	Document Format	Content	Follow-Up	
3. The Formal CIP	CCAS Cycle	Formal CIP Triggers	Rail Position	Factor Score	Document Format	Content
4. Completion of a CIP	Definition of Improvement	Successful Completion	Unsuccessful Completion	Post CIP Regression		
5. Documentation Samples	Documentation					

[Contact POC](#)

What are contribution-based actions?



Contribution-based actions are actions taken as the result of inadequate contribution.

What are the contribution-based actions that may be taken?

- ✓ Change in assignment
- ✓ Change in broadband level and/or career path
- ✓ Reduction in pay
- ✓ Removal from Federal Service

What is the authority for contribution-based actions and appeals of these actions?



Actions: Section III.E.2, AcqDemo
Federal Register, dated January 8,
1999

Appeals: 5 U.S.C. 4303(e) provides statutory
authority. Contribution-based actions shall be
sustained if the decision is supported by substantial
evidence and the Merit Systems Protection Board
shall not have mitigation authority with respect to
such actions

Is there a specific window of time in which inadequate contribution can be identified?

- ✓ Inadequate contribution can be identified by the supervisor at any time during the CCAS cycle. This can result in an **INFORMAL CIP**.

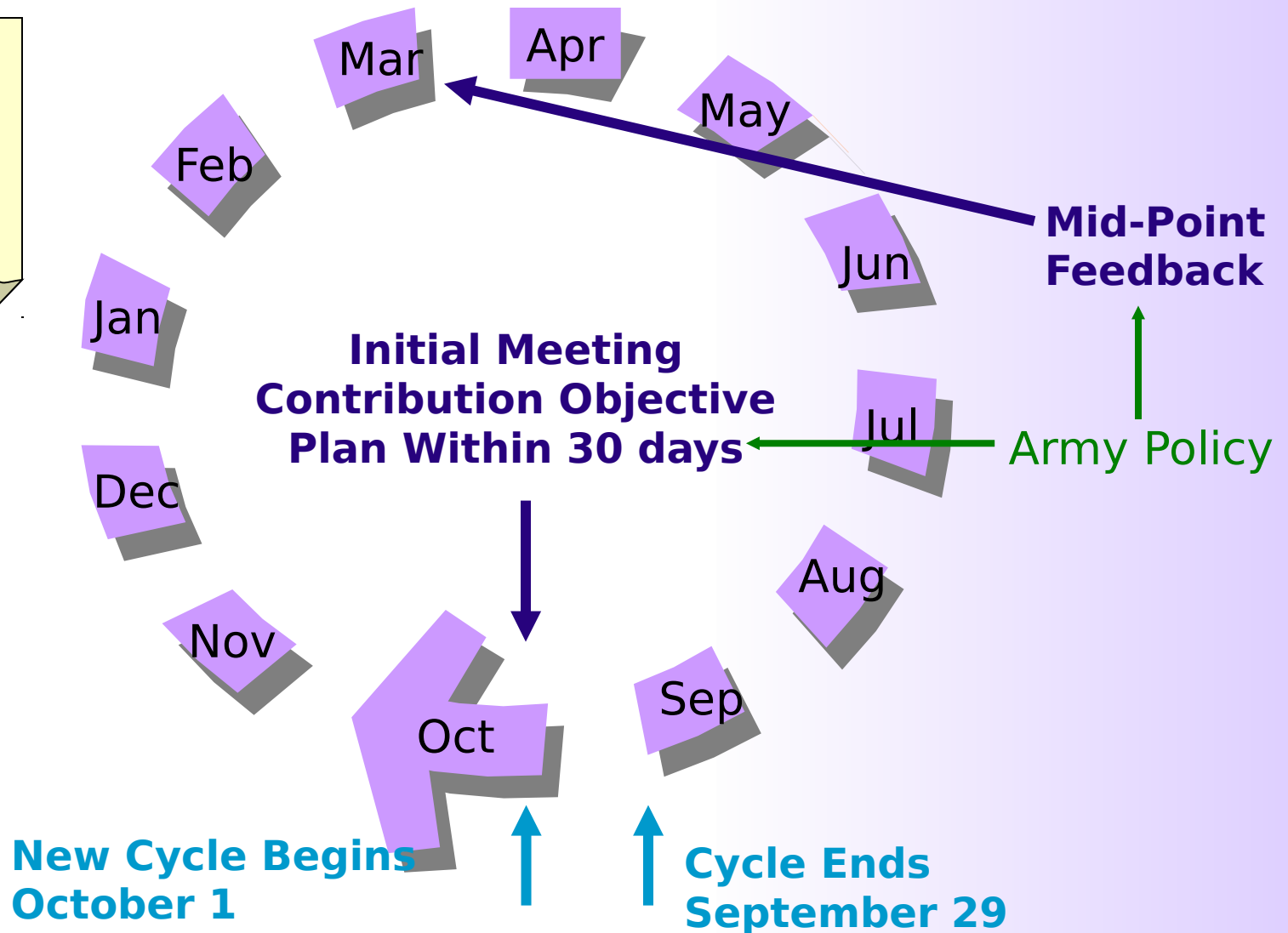
- ✓ Inadequate contribution can be identified by the pay pool panel at the end of the cycle. This can result in a **FORMAL CIP**.



The Informal Contribution Improvement Plan

Informal CIP: The CCAS Cycle

Consistent feedback is encouraged throughout CCAS cycle



Informal CIP: Triggers

An Informal CIP is **documentation** of inadequate contribution during the CCAS rating cycle such as:

- ✓ Failure to meet midpoint contribution objective goals
- ✓ Inadequate internal or external customer service
- ✓ Frequent missed deadlines



Counseling alone does not constitute an Informal CIP.
The CIP must be in writing.

Informal CIP: Documentation Format

- To identify inadequate contribution at anytime during the rating period, supervisor must document this counseling using either the

- CCAS Contribution Planning and Review Form

The image shows a form titled "CCAS Contribution Planning and Review Form". It is a structured document with multiple sections for planning and reviewing contributions. The sections include "PROBLEM SOLVING", "TEAMWORK/COOPERATION", "LEADERSHIP", and "RESOURCE MANAGEMENT". Each section has a "CONTRIBUTOR'S GOALS FOR THE PERIOD" and a "SUPERVISOR'S GOALS FOR THE PERIOD". There are also sections for "CONTRIBUTOR'S REVIEW OF CONTRIBUTION" and "SUPERVISOR'S REVIEW OF CONTRIBUTION". The form is designed to be filled out by the contributor and the supervisor to track and improve performance.

or a

- Memorandum of Record

The image shows a form titled "Memorandum of Record". It is a structured document for recording information. The form includes sections for "TO:", "FROM:", "SUBJECT:", and "DATE:". There are also sections for "ACTION:" and "COMMENTS:". The form is designed to be filled out by the person responsible for the action and the person who is being informed. The form is used to document the results of a meeting or a discussion.

Informal CIP: Documentation Format I

CCAS Contribution Planning and Review Form

<h1 style="margin: 0;">Contribution-based Compensation and Appraisal System</h1> <h2 style="margin: 0;">Contribution Planning and Review Form</h2>					DoD Civilian Acquisition Workforce Personnel Demonstration Project		
EMPLOYEE NAME (FIRST NAME, MI, LAST NAME)				EMPLOYEE SSN		DATE OF HIRE	
EMPLOYEE'S POSITION TITLE				COMMAND		LOCATION	
EXPECTED OCS		CAREER PATH (N/A or N)		SERIES		BROADBAND LEVEL (A, U or V)	
PERIOD COVERED: *							
To get the Expected OCS Calculator http://asc.mil/mildivisions/pm/acappsys_ocs.cfm							
SUPERVISOR'S NAME				* NOTE: The OCS rating period is October 1 through September 30. Initial counseling is required within 60 days, to the extent possible, from the date of hire of the new employee.			
VERIFICATION OF FACE-TO-FACE DISCUSSION The following face-to-face discussions of career path, broadband level, factors, Factor weights (if any), discriminators, descriptors, expected Overall Contribution Score based on the employee's current base salary, and contribution goals for the rating period took place:							
Face-to-Face Counseling		Dates		Employee's Initials		Supervisor's Initials	
Initial							
Mid-Point							
Other, as needed							
Other, as needed							
Remarks:							

PROBLEM SOLVING.
Contribution goals for the rating period:
■
Results per employee:
■
Results per supervisor:
■
TEAMWORK/COOPERATION.
Contribution goals for the rating period:
■
Results per employee:
■
Results per supervisor:
■
CUSTOMER RELATIONS.
Contribution goals for the rating period:
■
Results per employee:
■
Results per supervisor:
■
LEADERSHIP/SUPERVISION.
Contribution goals for the rating period:
■
Results per employee:
■
Results per supervisor:
■
COMMUNICATION.
Contribution goals for the rating period:
■
Results per employee:
■
Results per supervisor:
■
RESOURCE MANAGEMENT.
Contribution goals for the rating period:
■
Results per employee:
■
Results per supervisor:
■

Informal CIP: Documentation Format II

Memorandum of Record



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
6606 SOME STREET
SOME PLACE, ST 00000

Sample Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

MEMORANDUM FOR: (employee)

From: (supervisor)

Subj: Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

Ref: (a) Federal Register, Vol. 64, No. 5, January 8, 1999

1. Under the provisions of reference (a), when an employee's contribution in any factor is at or less than the midpoint of the next lower broadband level (adjust for employee plotting above the upper rail) the employee is considered to be contributing inadequately. Inadequate contribution in any one factor at any time during the appraisal period is considered grounds for initiation of reduction in pay or removal from Federal service. The factors on which you were rated were communicated to you on (insert date) and are outlined in the attached Position Requirements Document (PRD).

2. This is to notify you that as a (insert title, career path, broad band level) employee your contribution in critical factor (list factor(s)) is rated less than the midpoint of the next lower broad band level. Consequently, your contribution to this organization is considered inadequate and you are being placed on a Contribution Improvement Plan (CIP). Although you received an overall contribution score of (insert score), which is between the rails, you received a score of (insert score in the mid-point of the next lower broad band level) in the critical factor (insert factor). This CIP gives you (60 calendar days or more) to increase your contribution to a score above the midpoint of the next lower broadband level and sustain it at that level. The CIP period will commence the day after you receive this letter. The following outlines specific areas in which you are inadequately contributing, including standards for adequate contribution, actions required of you and the time they must be accomplished.

3. The attached PRD outlines the specific descriptors, discriminators and expected performance/ contribution criteria for the factor (insert critical factor).

4. The reasons your score was below the adequate level are as follows:

(Describe specific examples in which the employee is inadequately contributing (e.g. assignment/ task/project, include dates assigned or dates due, result. Why or how was it inadequate?)

5. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion dates for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, QJT)

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (insert number) or I can set up an appointment for you.

9. It is my desire for you to succeed in your position. I believe this situation can be eliminated by positive action on your part, providing you understand the seriousness of your failure to contribute at an acceptable level and providing you have the desire to make improvements. If your contribution remains at an inadequate level following this CIP period you may be reduced in pay (which may include a change to a lower broadband level and/or reassignment) or removed from Federal service.

10. This is to notify you of inadequacies in your contribution and that you have an opportunity to improve and meet the requirements of your position. My goal is to assist you to improve to an acceptable level within the next (period given).

Supervisor's Signature

Receipt acknowledgement:

Employee Signature Date

The first paragraphs should include:

- Notice to employee that the written document constitutes the initiation of an Informal CIP.
- That the employee
 - may receive an OCS less than the Expected OCS
 - may receive an OCS in the A-Region Above-the-Rail if level of contribution does not improve to acceptable level.
- That the rating official will afford the employee a reasonable opportunity (a minimum of 60 days) to demonstrate adequate contribution.

Subsequent paragraphs should include:

- Specific areas in which the employee is inadequately contributing
- Required improvements
- Specific actions required by the employee to achieve these improvements
- Standards by adequate contribution is measured (i.e. PRD, Factors)
- Time in which the improvements must be achieved (i.e. 60 days)

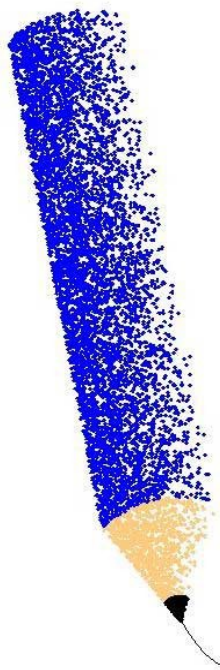
Any assistance the agency plans to offer to facilitate improvement

Consequences to the employee if he/she fails to improve must be included:

- Reduced or no General Pay Increase (GPI) and/or
- Minimal or no Contribution Rating Increase (CRI) and/or
- Minimal or no Contribution Award (CA) and/or
- Initiation of a formal CIP

Note: Samples of both Informal and Formal CIPs are included at the end of this presentation

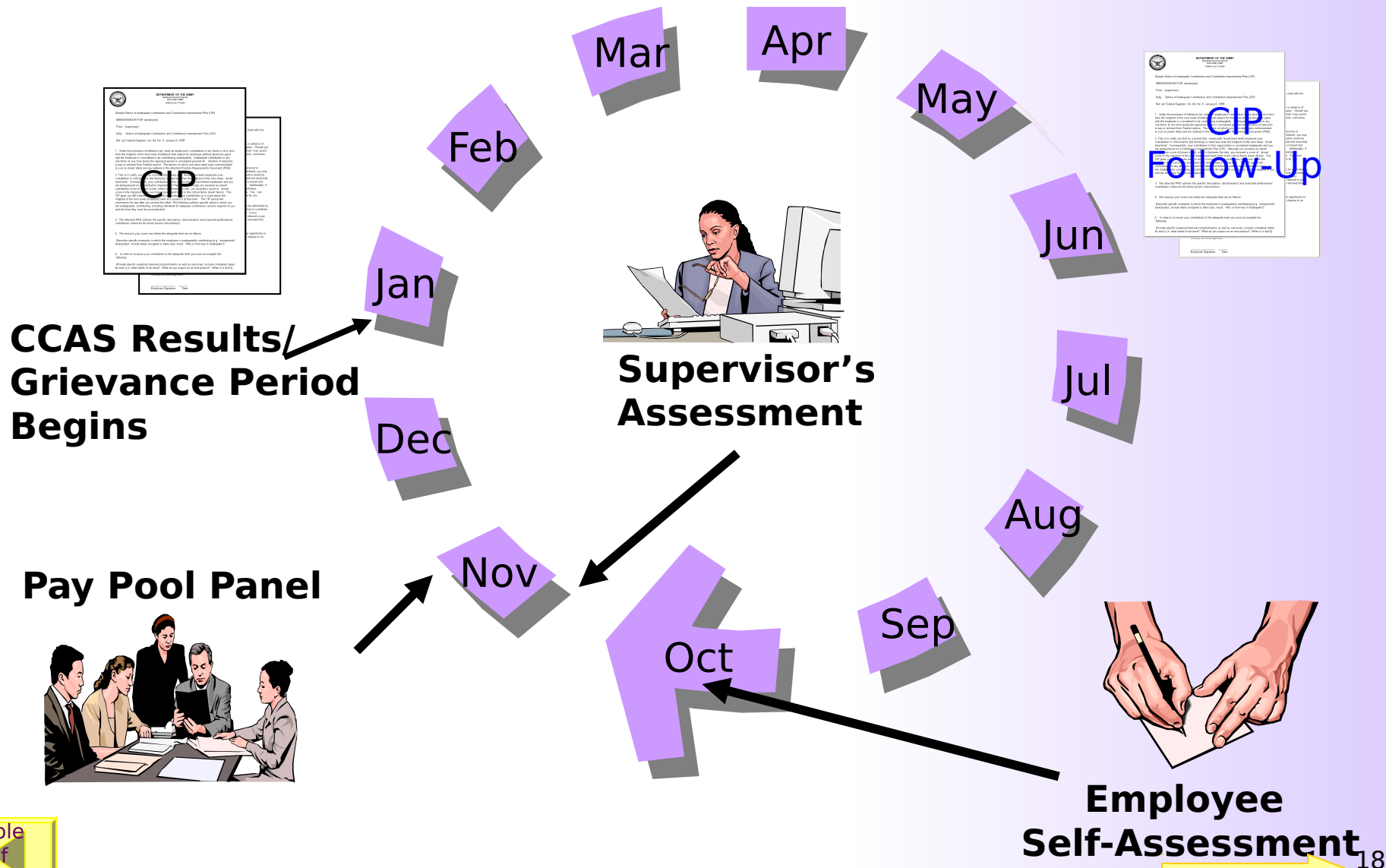
What follow-up should be taken?



The supervisor should follow up within 30 days of the Informal CIP. The follow up should also be documented._

The Formal Contribution Improvement Plan

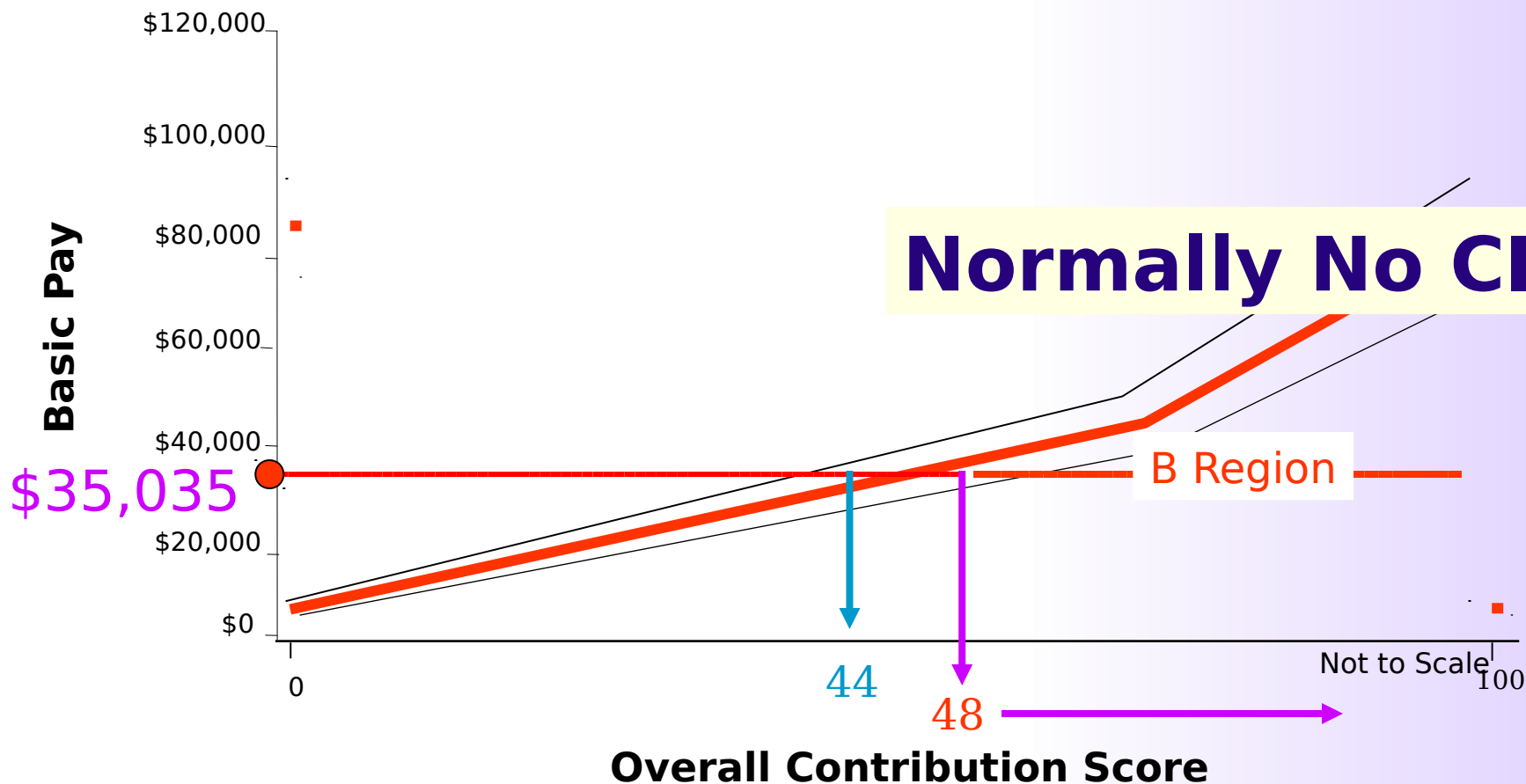
Formal CIP: The CCAS Cycle



**The following may trigger a
Formal CIP:**

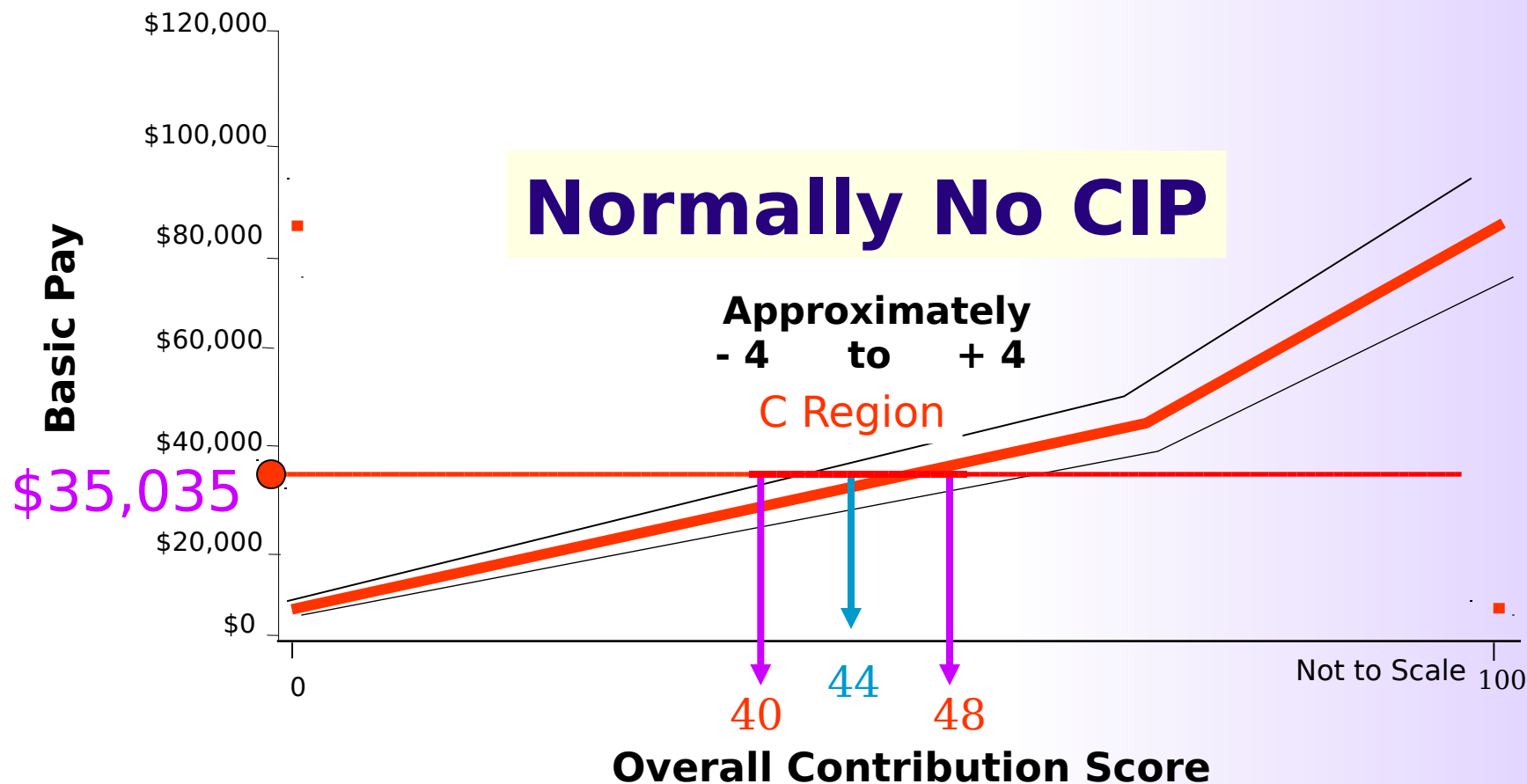
- 1. Rail Position**
- 2. Low Factor Score**

Rail Position: "B" Region

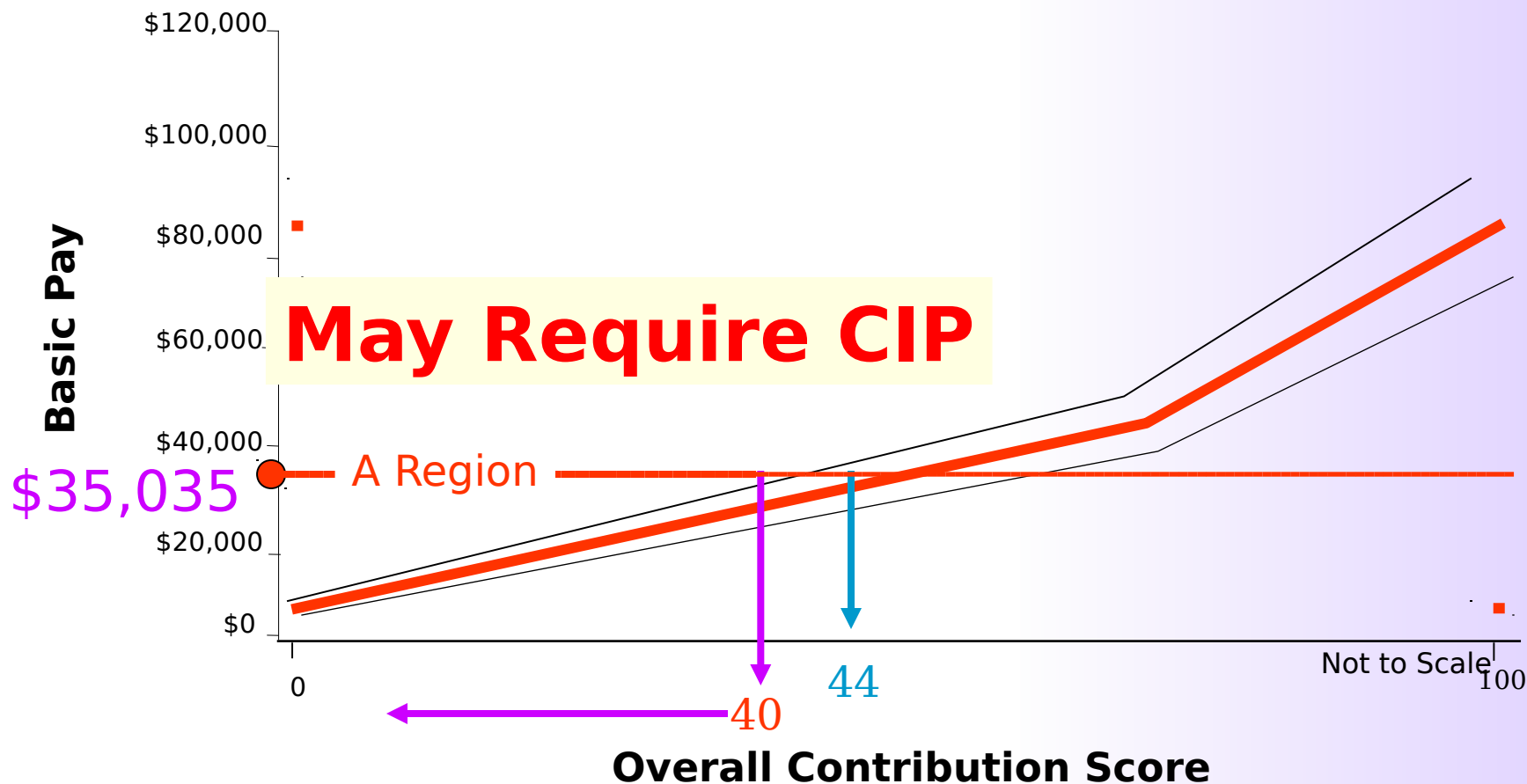


Below the Rails =
Compensation **B**elow Contribution

Rail Position: "C" Region



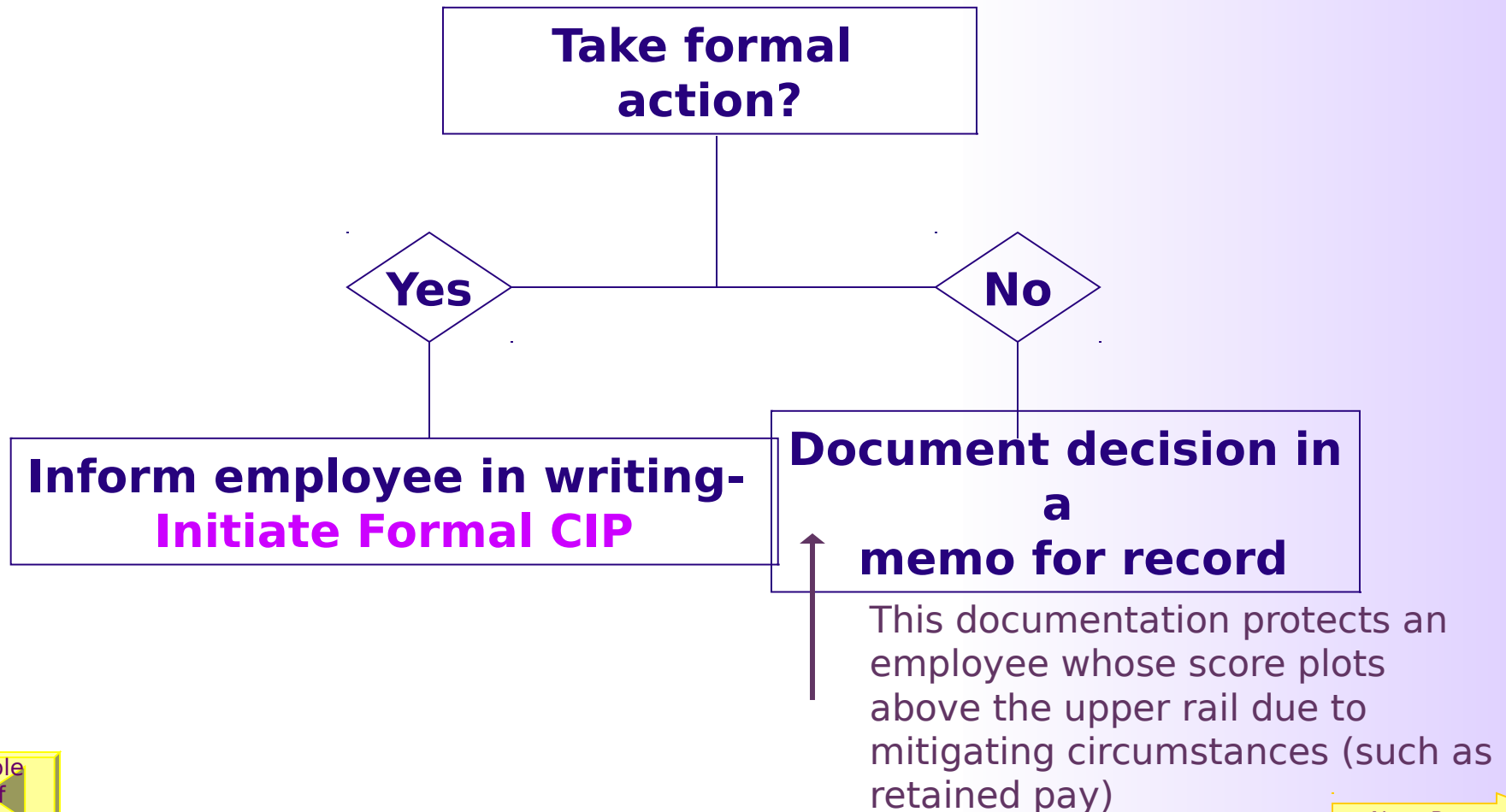
Rail Position "A" Region



A-Region =
Compensation **Above** Contribution

Rail Position: Initiate Formal CIP?

Compensation Exceeds Contribution



Automatic CIP Trigger: Low Factor Score

Any factor score **at or less than** numerical midpoint of next lower level triggers an automatic Formal CIP

			FACTORS					
			Problem Solving	Teamwork/ Cooperation	Customer Relations	Leadership/ Supervision	Commun.	Resource Mgt
Expected Level →	Level	IV	Very High					
			High					
			Med					
			Low					
		III	High				X 79	
			Med	X 73		X 68		X 67
			Low		X 64			
		II	High					
			M-H					
			Med					
			M-L		X 41			
			Low					
		I	High					
			Med					
			Low					

Numerical Midpoint is 44

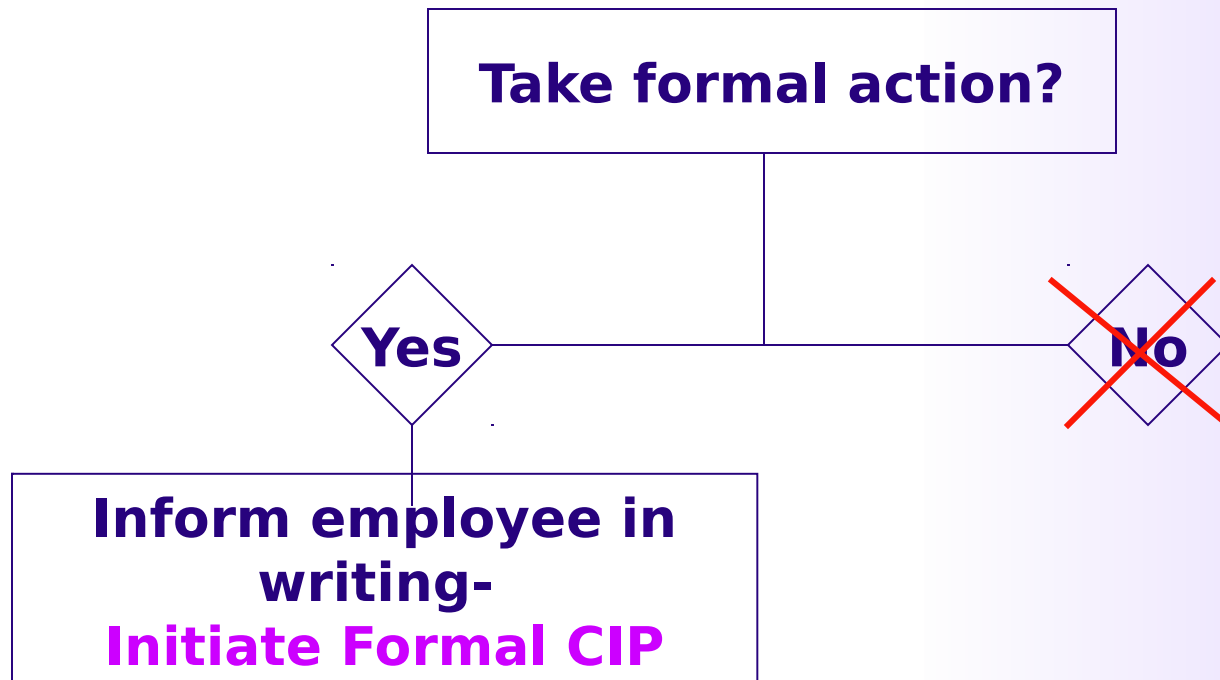
Numerical Mid-point for Each Career Path and Broadband Level

LEVELS		Business and Technical Professional	Technical Support	Administrative Support
		Point Range	Point Range	Point Range
IV	Very High	115	95	70
	High	96-100	79-83	
	Med	84-95	67-78	
	Low	79-83	61-66	
III	High	79-83	62-66	57-61
	Med	67-78 72	52-61 54	47-56
	Low	61-66	43-51	38-46
II	High	62-66	47-51	42-46
	M-H	51-61	41-46	30-41 34
	Med	41-50 44	36-40 36	
	M-L	30-40	30-35	
	Low	22-29	22-29	22-29
I	High	24-29	24-29	24-29
	Med	6-23 14	6-23 14	6-23 14
	Low	0-5	0-5	0-5

Table 4. Point Ranges

Low Factor Score: Initiate Formal CIP?

Contribution \leq Midpoint of Next Lower Broadband



Formal CIP: Documentation Format

A Formal CIP **Must** be Documented as a Memorandum of Record



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
6606 SOME STREET
SOME PLACE, ST 00000

Sample Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

MEMORANDUM FOR: (employee)

From: (supervisor)

Subj: Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

Ref: (a) Federal Register, Vol. 64, No. 5, January 8, 1999

1. Under the provisions of reference (a), when an employee's contribution in any factor is at or less than the midpoint of the next lower broadband level (adjust for employee plotting above the upper rail) the employee is considered to be contributing inadequately. Inadequate contribution in any one factor at any time during the appraisal period is considered grounds for initiation of reduction in pay or removal from Federal service. The factors on which you were rated were communicated to you on (insert date) and are outlined in the attached Position Requirements Document (PRD).

2. This is to notify you that as a (insert title, career path, broad band level) employee your contribution in critical factor (list factor(s)) is rated less than the midpoint of the next lower broad band level. Consequently, your contribution to this organization is considered inadequate and you are being placed on a Contribution Improvement Plan (CIP). Although you received an overall contribution score of (insert score), which is between the rails, you received a score of (insert score in the mid-point of the next lower broad band level) in the critical factor (insert factor). This CIP gives you (60 calendar days or more) to increase your contribution to a score above the midpoint of the next lower broadband level and sustain it at that level. The CIP period will commence the day after you receive this letter. The following outlines specific areas in which you are inadequately contributing, including standards for adequate contribution, actions required of you and the time they must be accomplished.

3. The attached PRD outlines the specific descriptors, discriminators and expected performance/ contribution criteria for the factor (insert critical factor).

4. The reasons your score was below the adequate level are as follows:

(Describe specific examples in which the employee is inadequately contributing (e.g. assignment/ task/project, include dates assigned or dates due, result. Why or how was it inadequate?))

5. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion dates for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, QJT)

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (insert number) or I can set up an appointment for you.

9. It is my desire for you to succeed in your position. I believe this situation can be eliminated by positive action on your part, providing you understand the seriousness of your failure to contribute at an acceptable level and providing you have the desire to make improvements. If your contribution remains at an inadequate level following this CIP period you may be reduced in pay (which may include a change to a lower broadband level and/or reassignment) or removed from Federal service.

10. This is to notify you of inadequacies in your contribution and that you have an opportunity to improve and meet the requirements of your position. My goal is to assist you to improve to an acceptable level within the next (period given).

Supervisor's Signature

Receipt acknowledgement:

Employee Signature Date

A **Formal CIP** should contain the same information as the Informal CIP.

However, the consequences of failing to improve are more serious and may include:

- ✓ **Change in assignment**
- ✓ Change in broadband level and/or career path
- ✓ **Reduction in pay**
- ✓ **Removal from Federal Service**

The Completion of a CIP

Definition of Improvement / Adequate Contribution

- Adequate improvement under a CIP is defined as:
 - within the Normal Pay Range (between the upper and lower rails) and / or
 - at the level above the numerical midpoint of the

Expected Level

			FACTORS					
			Problem Solving	Teamwork/ Cooperation	Customer Relations	Leadership/ Supervision	Commun.	Resource Mgt
Expected Level	IV	Very High						
		High						
		Med						
		Low						
	III	High	X 73				X 79	
		Med						
		Low		X 64		X 68		X 67
	II	High						
		M-H			X 45			
		Med			X 41			
		M-L						
		Low						
	I	High						
		Med						
		Low						

Example: Factor score for customer relations improves to 45

Numerical Midpoint is 44

Success / Extension of a CIP

- If the employee demonstrated significant progress towards achieving the standard, the CIP may be extended.

Or

- If the employee achieved the standards stated in the CIP, the employee is considered to have successfully completed the CIP.

Documentation Requirements: Successful Completion of a CIP

Employee who was formerly on a CIP has raised contribution to adequate standards. **No action was taken.**

Maintain all documentation

Within two years

Two year marker

Memo

CIP Follow-Up

Part I

Employee's Answer

Memo (CIP)

Follow Up

Employee's Answer

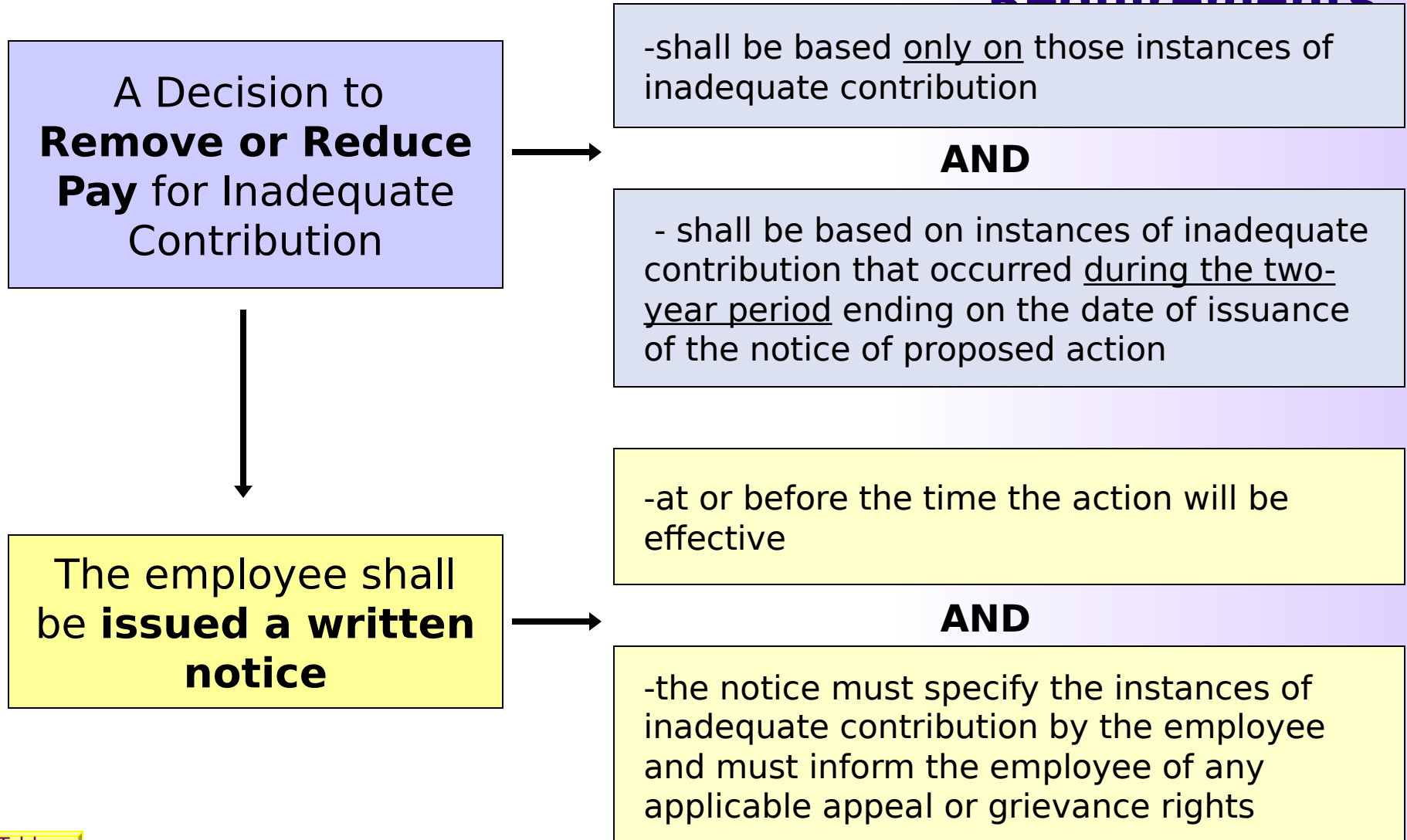
After two years

Any entry or any other notice of proposed action shall be removed from all records pertaining to the employee. This includes references in CCAS Planning and Evaluation Form. Part I should be maintained.

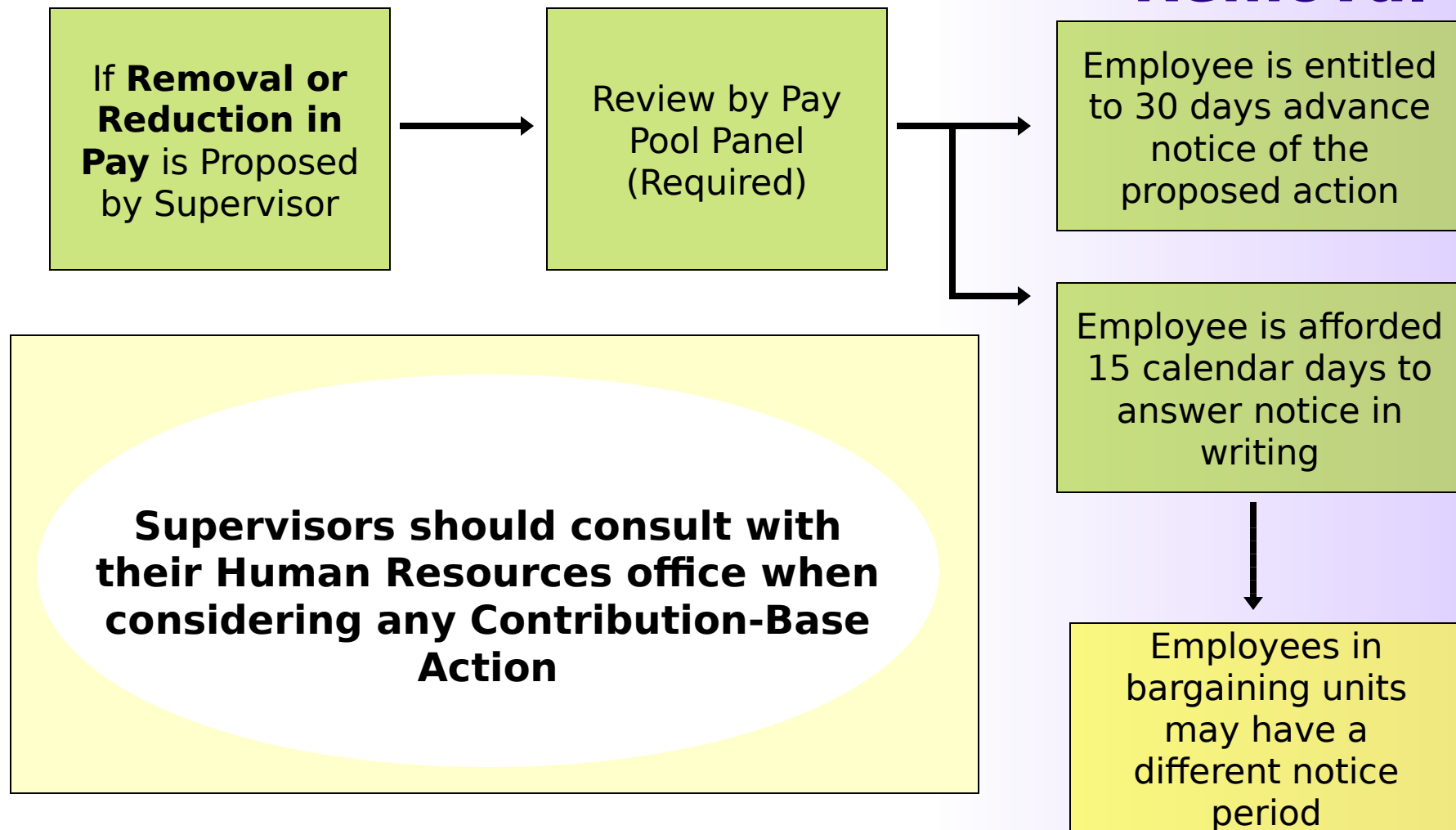
Part I

CCAS Forms

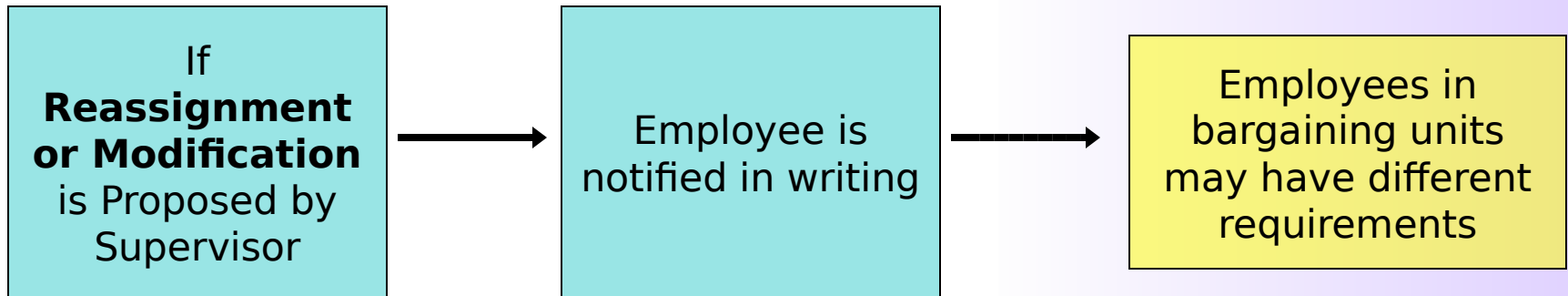
Unsuccessful Completion of a CIP: Reduction in Pay or Removal: Requirements



Unsuccessful Completion of a CIP: Reduction in Pay or Removal

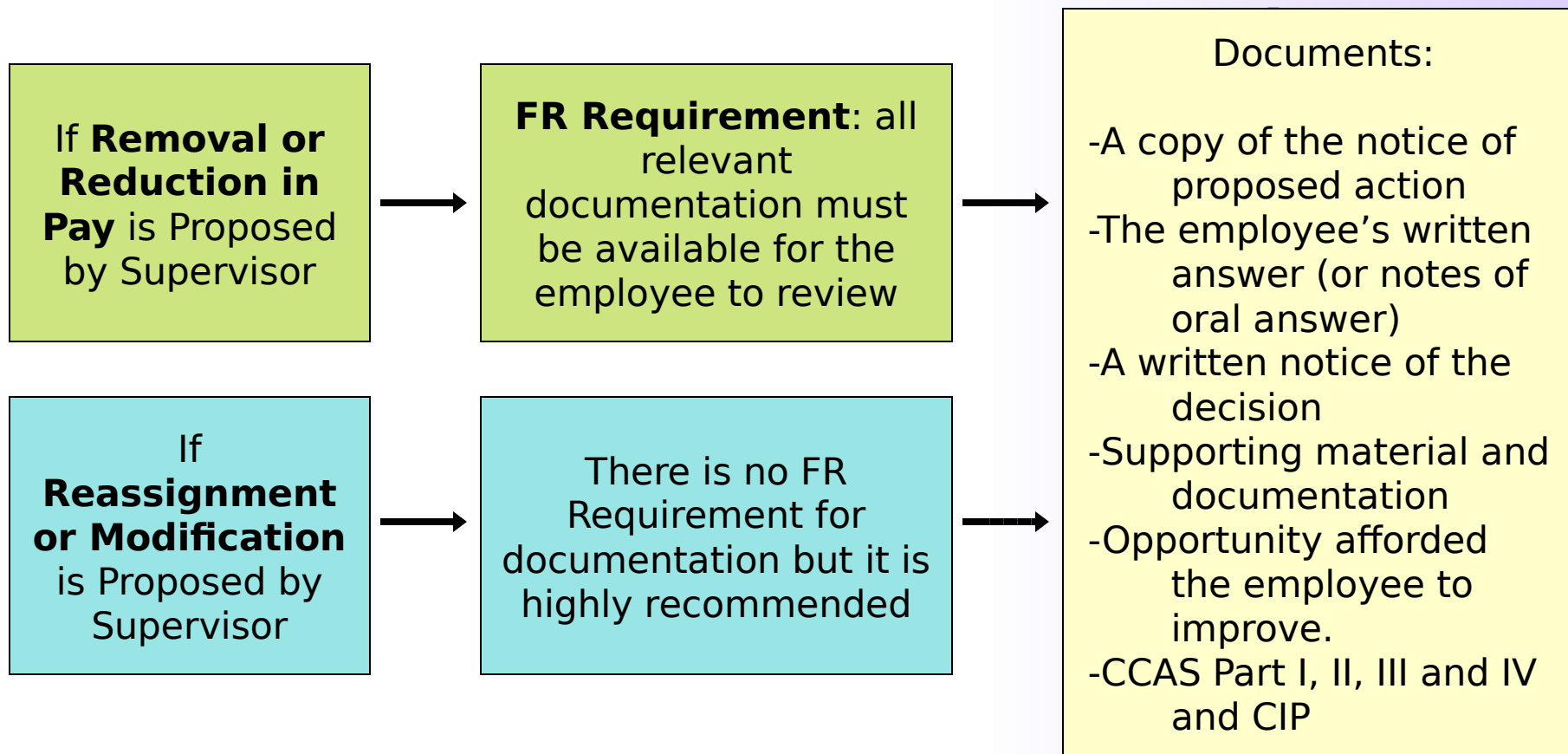


Unsuccessful Completion of a CIP: Reassignment or Modification of Duties



Supervisors are NOT required in the Federal Register to seek pay pool panel review, provide advance notice, or afford the employee the opportunity to respond for reassignment or modification of duties

Unsuccessful Completion of a CIP: Documentation



Memo (CIP)

Small Notice of Proposed Contribution and Contribution Requirement Plan (CIP)

Form: []

Date: []

Supervisor: []

Employee: []

1. The purpose of this memo is to inform the employee of the proposed action and the opportunity to respond.

2. The employee has the right to respond to the proposed action within the time frame specified in the CIP.

3. The employee has the right to request a review of the proposed action.

4. The employee has the right to request a hearing on the proposed action.

5. The employee has the right to request a review of the proposed action.

6. The employee has the right to request a hearing on the proposed action.

7. The employee has the right to request a review of the proposed action.

8. The employee has the right to request a hearing on the proposed action.

9. The employee has the right to request a review of the proposed action.

10. The employee has the right to request a hearing on the proposed action.

CCAS Forms

Small Notice of Proposed Contribution and Contribution Requirement Plan (CIP)

Form: []

Date: []

Supervisor: []

Employee: []

1. The purpose of this memo is to inform the employee of the proposed action and the opportunity to respond.

2. The employee has the right to respond to the proposed action within the time frame specified in the CIP.

3. The employee has the right to request a review of the proposed action.

4. The employee has the right to request a hearing on the proposed action.

5. The employee has the right to request a review of the proposed action.

6. The employee has the right to request a hearing on the proposed action.

7. The employee has the right to request a review of the proposed action.

8. The employee has the right to request a hearing on the proposed action.

9. The employee has the right to request a review of the proposed action.

10. The employee has the right to request a hearing on the proposed action.

Part I

Small Notice of Proposed Contribution and Contribution Requirement Plan (CIP)

Form: []

Date: []

Supervisor: []

Employee: []

1. The purpose of this memo is to inform the employee of the proposed action and the opportunity to respond.

2. The employee has the right to respond to the proposed action within the time frame specified in the CIP.

3. The employee has the right to request a review of the proposed action.

4. The employee has the right to request a hearing on the proposed action.

5. The employee has the right to request a review of the proposed action.

6. The employee has the right to request a hearing on the proposed action.

7. The employee has the right to request a review of the proposed action.

8. The employee has the right to request a hearing on the proposed action.

9. The employee has the right to request a review of the proposed action.

10. The employee has the right to request a hearing on the proposed action.

CIP Follow-Up

Small Notice of Proposed Contribution and Contribution Requirement Plan (CIP)

Form: []

Date: []

Supervisor: []

Employee: []

1. The purpose of this memo is to inform the employee of the proposed action and the opportunity to respond.

2. The employee has the right to respond to the proposed action within the time frame specified in the CIP.

3. The employee has the right to request a review of the proposed action.

4. The employee has the right to request a hearing on the proposed action.

5. The employee has the right to request a review of the proposed action.

6. The employee has the right to request a hearing on the proposed action.

7. The employee has the right to request a review of the proposed action.

8. The employee has the right to request a hearing on the proposed action.

9. The employee has the right to request a review of the proposed action.

10. The employee has the right to request a hearing on the proposed action.

Employee's Answer

Small Notice of Proposed Contribution and Contribution Requirement Plan (CIP)

Form: []

Date: []

Supervisor: []

Employee: []

1. The purpose of this memo is to inform the employee of the proposed action and the opportunity to respond.

2. The employee has the right to respond to the proposed action within the time frame specified in the CIP.

3. The employee has the right to request a review of the proposed action.

4. The employee has the right to request a hearing on the proposed action.

5. The employee has the right to request a review of the proposed action.

6. The employee has the right to request a hearing on the proposed action.

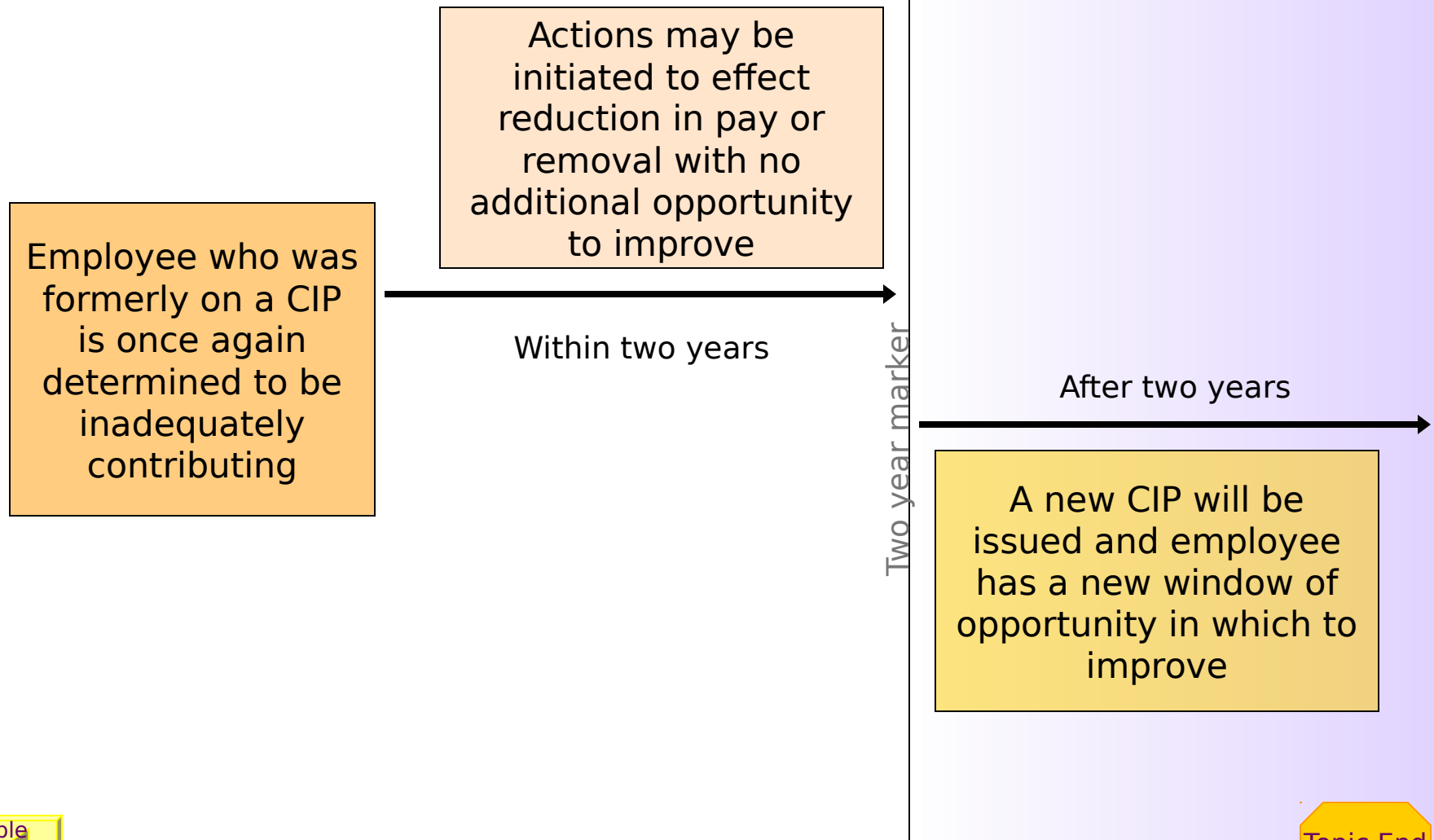
7. The employee has the right to request a review of the proposed action.

8. The employee has the right to request a hearing on the proposed action.

9. The employee has the right to request a review of the proposed action.

10. The employee has the right to request a hearing on the proposed action.

Inadequate Contribution Upon Successful Completion of the CIP



Documentation Samples

Sample Memorandum of Record

P1: Both Formal and Informal

CIP



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
8888 SOME STREET
SOME PLACE, ST 00000

Sample Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

MEMORANDUM FOR: (employee)

From: (supervisor)

Subj: Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

Ref: (a) Federal Register, Vol. 64, No. 5, January 8, 1999

1. Under the provisions of reference (a), when an employee's contribution in any factor is at or less than the midpoint of the next lower broadband level (adjust for employee plotting above the upper rail) the employee is considered to be contributing inadequately. Inadequate contribution in any one factor at any time during the appraisal period is considered grounds for initiation of reduction in pay or removal from Federal service. The factors on which you were rated were communicated to you on (insert date) and are outlined in the attached Position Requirements Document (PRD).

2. This is to notify you that as a (insert title, career path, broad band level) employee your contribution in critical factor (list factor(s)) is rated less than the midpoint of the next lower broad band level. Consequently, your contribution to this organization is considered inadequate and you are being placed on a Contribution Improvement Plan (CIP). Although you received an overall contribution score of (insert score), which is between the rails, you received a score of (insert score in the mid-point of the next lower broad band level) in the critical factor (insert factor). This CIP gives you (60 calendar days or more) to increase your contribution to a score above the midpoint of the next lower broadband level and sustain it at that level. The CIP period will commence the day after you receive this letter. The following outlines specific areas in which you are inadequately contributing, including standards for adequate contribution, actions required of you and the time they must be accomplished.

3. The attached PRD outlines the specific descriptors, discriminators and expected performance/contribution criteria for the factor (insert critical factor).

4. The reasons your score was below the adequate level are as follows:

(Describe specific examples in which the employee is inadequately contributing (e.g. assignment/task/project, include dates assigned or dates due, result. Why or how was it inadequate?)

5. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion dates for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

6. To assist you in achieving an adequate level of contribution:

1. Under the provisions of reference (a), when an employee's contribution (select one or more of the following) in any factor is at or less than the midpoint of the next lower broadband level or plots above the upper rail or in any factor is less than the expected OCS the employee is considered to be contributing inadequately. Inadequate contribution at any time during the appraisal period is considered grounds for initiation of reduction in pay or removal from Federal service. The factors on which you were rated were communicated to you on (insert date) and are outlined in the attached Position Requirements Document (PRD).

Receipt acknowledgement:

Employee Signature _____ Date _____

Sample Memorandum of Record

P2: Both Formal and Informal CIP



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
8888 SOME STREET
SOME PLACE, ST 00000

Sample Notice of Inadequate Contribution and Contribution Improvement Plan

MEMORANDUM FOR: (employee)

From: (supervisor)

Subj: Notice of Inadequate Contribution and Contribution Improvement Plan

Ref: (a) Federal Register, Vol. 64, No. 5, January 8, 1999

1. Under the provisions of reference (a), when an employee's contribution is rated less than the midpoint of the next lower broadband level (adjust for employee pay grade), the employee is considered to be contributing inadequately. Inadequately is defined as one factor at any time during the appraisal period is considered grounds for pay or removal from Federal service. The factors on which you were rated are outlined in the attached Position Requirement.

2. This is to notify you that as a (insert title, career path, broad band level) employee your contribution in critical factor (list factor(s)) is rated less than the midpoint of the next lower broad band level. Consequently, your contribution to this organization is considered inadequate and you are being placed on a Contribution Improvement Plan (CIP). Although you received an overall contribution score of (insert score), which is between the rails, you received a score of (insert score in the mid-point of the next lower broad band level) in the critical factor (insert factor). This (insert informal or formal) CIP gives you (insert 60 calendar days or more) to increase your contribution to a score above the midpoint of the next lower broadband level and sustain it at that level. The CIP period will commence the day after you receive this notification. The following outlines specific areas in which you are inadequately contributing, including standards for adequate contribution and the time they must be accomplished.

3. The attached PRD outlines the specific descriptors, discriminators and contribution criteria for the factor (insert critical factor).

4. The reasons your score was below the adequate level are as follows:

(Describe specific examples in which the employee is inadequately contributing, including dates assigned or dates due, result. Why or how was it inadequate?)

5. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; for each (i.e. what needs to be done? What do you expect as an end product?)

2. This is to notify you that as a (insert title, career path, broad band level) employee your contribution in critical factor (list factor(s)) is rated less than the midpoint of the next lower broad band level.

Consequently, your contribution to this organization is considered inadequate and you are being placed on a Contribution Improvement Plan (CIP). Although you received an overall contribution score of (insert score), which is between the rails, you received a score of (insert score in the mid-point of the next lower broad band level) in the critical factor (insert factor).

This (insert informal or formal) CIP gives you (insert 60 calendar days or more) to increase your contribution to a score above the midpoint of the next lower broadband level and sustain it at that level. The CIP period will commence the day after you receive this notification. The following outlines specific areas in which you are inadequately contributing, including standards for adequate contribution, actions required of you and the time they must be accomplished.

with the

ance of
Should you
may assist
outcomes,

l or
l, you may
would be
must fully
ed and
tionally, if
e
can
ou.

minated by
contribute
ur
ed in pay
ed from

portunity to
re to an

Sample Memorandum of Record

P3: Both Formal and Informal

CIP



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
8888 SOME STREET
SOME PLACE, ST 00000

Sample Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

MEMORANDUM FOR: (employee)

From: (supervisor)

Subj: Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

Ref: (a) Federal Register, Vol. 64, No. 5, January 8, 1999

1. Under the provisions of reference (a), when an employee's contribution in any factor is at or less than the midpoint of the next lower broadband level (adjust for employee plotting above the upper rail) the employee is considered to be contributing inadequately. Inadequate contribution in any one factor at any time during the appraisal period is considered grounds for initiation of reduction in pay or removal from Federal service. The factors on which you were rated were communicated to you on (insert date) and are outlined in the attached Position Requirements Document (PRD).

2. This is to notify you that as a (insert title, career path, broad band level) employee your contribution in critical factor (list factor(s)) is rated less than the midpoint of the next lower broad band level. Consequently, your contribution to this organization is considered inadequate and you are being placed on a Contribution Improvement Plan (CIP). Although you received an overall contribution score of (insert score), which is between the rails, you received a score of (insert score in the mid-point of the next lower broad band level) in the critical factor (insert factor). This CIP gives you (60 calendar days or more) to increase your contribution to a score above the midpoint of the next lower broadband level and sustain it at that level. The CIP period will commence the day after you receive this letter. The following outlines specific areas in which you are inadequately contributing, including standards for adequate contribution, actions required of you and the time they must be accomplished.

3. The attached PRD outlines the specific descriptors, discriminators and expected performance/contribution criteria for the factor (insert critical factor).

4. The reasons your score was below the adequate level are as follows:

(Describe specific examples in which the employee is inadequately contributing (e.g. assigner task/project, include dates assigned or dates due, result. Why or how was it inadequate?)

5. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion dates for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, OJT)

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (insert number) or I can set up an appointment for you.

9. It is my desire for you to succeed in your position. I believe this situation can be eliminated by positive action on your part, providing you understand the seriousness of your failure to contribute at an acceptable level and providing you have the desire to make improvements. If your contribution remains at an inadequate level following this CIP period you may be reduced in pay (which may include a change to a lower broadband level and/or reassignment) or removed from

3. The attached PRD outlines the specific descriptors, discriminators and expected performance / contribution criteria for the factor (insert critical factor).

Receipt acknowledgement:

Employee Signature _____ Date _____

Sample Memorandum of Record

P4: Both Formal and Informal CIP



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
8888 SOME STREET
SOME PLACE, ST 00000

Sample Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

MEMORANDUM FOR: (employee)

From: (supervisor)

Subj: Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

Ref: (a) Federal Register, Vol. 64, No. 5, January 8, 1999

1. Under the provisions of reference (a), when an employee's contribution in any factor is at or less than the midpoint of the next lower broadband level (adjust for employee plotting above the upper rail) the employee is considered to be contributing inadequately. Inadequate contribution in any one factor at any time during the appraisal period is considered grounds for initiation of reduction in pay or removal from Federal service. The factors on which you were rated were communicated to you on (insert date) and are outlined in the attached Position Requirements Document (PRD).

2. This is to notify you that as a (insert title, career path, broad band level) employee your contribution in critical factor (list factor(s)) is rated less than the midpoint of the next lower broad band level. Consequently, your contribution to this organization is considered inadequate and you are being placed on a Contribution Improvement Plan (CIP). Although you received an overall contribution score of (insert score), which is between the rails, you received a score of (insert score in the mid-point of the next lower broad band level) in the critical factor (insert factor). This CIP gives you (60 calendar days or more) to increase your contribution to a score above the midpoint of the next lower broadband level and sustain it at that level. The CIP period will commence the day after you receive this letter. The following outlines specific areas in which you are inadequately contributing, including standards for adequate contribution, actions required of you and the time they must be accomplished.

3. The attached PRD outlines the specific descriptors, discriminators and expected performance, contribution criteria for the factor (insert critical factor).

4. The reasons your score was below the adequate level are as follows:

(Describe specific examples in which the employee is inadequately contributing (e.g. assignment/task/project, include dates assigned or dates due, result. Why or how was it inadequate?))

5. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion date for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, OJT)

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (insert number) or I can set up an appointment for you.

4. The reasons your score was below the adequate level are as follows:

(Describe specific examples in which the employee is inadequately contributing (e.g. assignment/task/project, include dates assigned or dates due, result. Why or how was it inadequate?))

Sample Memorandum of Record

P5: Both Formal and Informal CIP



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
8888 SOME STREET
SOME PLACE, ST 00000

Sample Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

MEMORANDUM FOR: (employee)

From: (supervisor)

Subj: Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

Ref: (a) Federal Register, Vol. 64, No. 5, January 8, 1999

1. Under the provisions of reference (a), when an employee's contribution in any factor is at or less than the midpoint of the next lower broadband level (adjust for employee plotting above the upper rail) the employee is considered to be contributing inadequately. Inadequate contribution in any one factor at any time during the appraisal period is considered grounds for initiation of reduction in pay or removal from Federal service. The factors on which you were rated were communicated to you on (insert date) and are outlined in the attached Position Requirements Document (PRD).

2. This is to notify you that as a (insert title, career path, broad band level) employee your contribution in critical factor (list factor(s)) is rated less than the midpoint of the next lower broad band level. Consequently, your contribution to this organization is considered inadequate and you are being placed on a Contribution Improvement Plan (CIP). Although you received an overall contribution score of (insert score), which is between the rails, you received a score of (insert score in the mid-point of the next lower broad band level) in the critical factor (insert factor). This CIP gives you (60 calendar days or more) to increase your contribution to a score above the midpoint of the next lower broadband level and sustain it at that level. The CIP period will commence the day after you receive this letter. The following outlines specific areas in which you are inadequately contributing, including standards for adequate contribution, actions required of you and the time they must be accomplished.

3. The attached PRD outlines the specific descriptors, discriminators and expected performance, contribution criteria for the factor (insert critical factor).

4. The reasons your score was below the adequate level are as follows:

(Describe specific examples in which the employee is inadequately contributing (e.g. assignment task/project, include dates assigned or dates due, result. Why or how was it inadequate?)

5. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion dates for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, OJT)

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if

5. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion dates for each <i.e. what needs to be done? What do you expect as an end product? When is it due?>)

Employee Signature Date

Sample Memorandum of Record

P6: Both Formal and Informal CIP



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
8888 SOME STREET
SOME PLACE, ST 00000

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, OJT)

contribution score of (insert score), which is between the rails, you received a score of (insert score in the mid-point of the next lower broad band level) in the critical factor (insert factor). This CIP gives you (60 calendar days or more) to increase your contribution to a score above the midpoint of the next lower broadband level and sustain it at that level. The CIP period will commence the day after you receive this letter. The following outlines specific areas in which you are inadequately contributing, including standards for adequate contribution, actions required of you and the time they must be accomplished.

3. The attached PRD outlines the specific descriptors, discriminators and expected performance/contribution criteria for the factor (insert critical factor).

4. The reasons your score was below the adequate level are as follows:

(Describe specific examples in which the employee is inadequately contributing (e.g. assignment/task/project, include dates assigned or dates due, result. Why or how was it inadequate?)

5. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion dates for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, OJT)

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (insert number) or I can set up an appointment for you.

9. It is my desire for you to succeed in your position. I believe this situation can be eliminated by positive action on your part, providing you understand the seriousness of your failure to contribute at an acceptable level and providing you have the desire to make improvements. If your contribution remains at an inadequate level following this CIP period you may be reduced in pay (which may include a change to a lower broadband level and/or reassignment) or removed from Federal service.

10. This is to notify you of inadequacies in your contribution and that you have an opportunity to improve and meet the requirements of your position. My goal is to assist you to improve to an acceptable level within the next (period given).

Supervisor's Signature

Receipt acknowledgement:

Employee Signature Date

Sample Memorandum of Record

P7: Both Formal and Informal

CIP



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
8888 SOME STREET
SOME PLACE, ST 00000

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, OJT)

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (insert number) or I can set up an appointment for you.

9. It is my desire for you to succeed in your position. I believe this situation can be eliminated by positive action on your part, providing you understand the seriousness of your failure to contribute at an acceptable level and providing you have the desire to make improvements. If your contribution remains at an inadequate level following this CIP period you may be reduced in pay (which may include a change to a lower broadband level and/or reassignment) or removed from Federal service.

10. This is to notify you of inadequacies in your contribution and that you have an opportunity to improve and meet the requirements of your position. My goal is to assist you to improve to an acceptable level within the next (period given).

4. The reasons your score was below the adequate level are as follows:

(Describe specific examples in which the employee is inadequately contributing (e.g. assignment/task/project, include dates assigned or dates due, result. Why or how was it inadequate?)

5. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion dates for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

Supervisor's Signature

Receipt acknowledgement:

Employee Signature Date

Sample Memorandum of Record

P8: Both Formal and Informal CIP

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (insert number) or I can set up an appointment for you.

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, OJT)

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (insert number) or I can set up an appointment for you.

9. It is my desire for you to succeed in your position. I believe this situation can be eliminated by positive action on your part, providing you understand the seriousness of your failure to contribute at an acceptable level and providing you have the desire to make improvements. If your contribution remains at an inadequate level following this CIP period you may be reduced in pay (which may include a change to a lower broadband level and/or reassignment) or removed from Federal service.

10. This is to notify you of inadequacies in your contribution and that you have an opportunity to improve and meet the requirements of your position. My goal is to assist you to improve to an acceptable level within the next (period given).

Supervisor's Signature

Receipt acknowledgement:

Employee Signature Date

for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

Sample Memorandum of Record

P9: Informal CIP Only

9. It is my desire for you to succeed in your position. I believe this situation can be eliminated by positive action on your part, providing you understand the seriousness of your failure to contribute at an acceptable level and providing you have the desire to make improvements. If your contribution remains at an inadequate level following this Informal CIP period you may receive a reduced or no General Pay Increase, minimal or no Contribution Rating Increase, minimal or no Contribution Award, or a Formal CIP.

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, OJT)

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (insert number) or I can set up an appointment for you.

9. It is my desire for you to succeed in your position. I believe this situation can be eliminated by positive action on your part, providing you understand the seriousness of your failure to contribute at an acceptable level and providing you have the desire to make improvements. If your contribution remains at an inadequate level following this CIP period you may be reduced in pay (which may include a change to a lower broadband level and/or reassignment) or removed from Federal service.

10. This is to notify you of inadequacies in your contribution and that you have an opportunity to improve and meet the requirements of your position. My goal is to assist you to improve to an acceptable level within the next (period given).

Supervisor's Signature

Receipt acknowledgement:

Employee Signature Date

contribution criteria for the factor (insert critical factor).

4. The reasons your score was below the adequate level are as follows:

(Describe specific examples in which the employee is inadequately contributing (e.g. assignment/task/project, include dates assigned or dates due, result. Why or how was it inadequate?)

5. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion dates for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

Sample Memorandum of Record

P9: Formal CIP Only

9. It is my desire for you to succeed in your position. I believe this situation can be eliminated by positive action on your part, providing you understand the seriousness of your failure to contribute at an acceptable level and providing you have the desire to make improvements. The consequences of failure to improve under this Formal CIP may include reduction in pay (which may include a change to a lower broadband level and/or reassignment) or removal from Federal Service.

3. The attached PRD outlines the specific descriptors, discriminators and expected performance/contribution criteria for the factor (insert critical factor).

4. The reasons your score was below the adequate level are as follows:

(Describe specific examples in which the employee is inadequately contributing (e.g. assignment/task/project, include dates assigned or dates due, result. Why or how was it inadequate?)

5. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion dates for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, OJT)

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (insert number) or I can set up an appointment for you.

9. It is my desire for you to succeed in your position. I believe this situation can be eliminated by positive action on your part, providing you understand the seriousness of your failure to contribute at an acceptable level and providing you have the desire to make improvements. If your contribution remains at an inadequate level following this CIP period you may be reduced in pay (which may include a change to a lower broadband level and/or reassignment) or removed from Federal service.

10. This is to notify you of inadequacies in your contribution and that you have an opportunity to improve and meet the requirements of your position. My goal is to assist you to improve to an acceptable level within the next (period given).

Supervisor's Signature

Receipt acknowledgement:

Employee Signature Date

Sample Memorandum of Record P10: Both Formal and Informal CIP



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
8888 SOME STREET
SOME PLACE, ST 00000

Sample Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

MEMORANDUM FOR: (employee)

From: (supervisor)

Subj: Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

Ref: (a) Federal Register, Vol. 64, No. 5, January 8, 1999

1. Under the provisions of reference (a), when an employee's contribution in any factor is at or less than the midpoint of the next lower broadband level (adjust for employee plotting above the upper rail) the employee is considered to be contributing inadequately. Inadequate contribution in any one factor at any time during the appraisal period is considered grounds for initiation of reduction in pay or removal from Federal service. The factors on which you were rated were communicated to you on (insert date) and are outlined in the attached Position Requirements Document (PRD).

2. This is to notify you that as a (insert title, career path, broad band level) employee your contribution in critical factor (list factor(s)) is rated less than the midpoint of the next lower broad band level. Consequently, your contribution to this organization is considered inadequate and you are being placed on a Contribution Improvement Plan (CIP). Although you received an overall

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, OJT)

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (insert number) or I can set up an appointment for you.

9. It is my desire for you to succeed in your position. I believe this situation can be eliminated by positive action on your part, providing you understand the seriousness of your failure to contribute at an acceptable level and providing you have the desire to make improvements. If your contribution remains at an inadequate level following this CIP period you may be reduced in pay (which may include a change to a lower broadband level and/or reassignment) or removed from Federal service.

10. This is to notify you of inadequacies in your contribution and that you have an opportunity to improve and meet the requirements of your position. My goal is to assist you to improve to an acceptable level within the next (period given).

Supervisor's Signature

Receipt acknowledgement:

Employee Signature Date

10. This is to notify you of inadequacies in your contribution and that you have an opportunity to improve and meet the requirements of your position. My goal is to assist you to improve to an acceptable level within the next (period given).

3. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion dates for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

Sample Memorandum of Record Signature Block: Both Formal and Informal CIP



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
8888 SOME STREET
SOME PLACE, ST 00000

Sample Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

MEMORANDUM FOR: (employee)

From: (supervisor)

Subj: Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

Ref: (a) Federal Register, Vol. 64, No. 5, January 8, 1999

1. Under the provisions of reference (a), when an employee's contribution in any factor is at or less than the midpoint of the next lower broadband level (adjust for employee plotting above the upper rail) the employee is considered to be contributing inadequately. Inadequate contribution in any one factor at any time during the appraisal period is considered grounds for initiation of reduction in pay or removal from Federal service. The factors on which you were rated were communicated to you on (insert date) and are outlined in the attached Position Requirements Document (PRD).

2. This is to notify you that as a (insert title, career path, broad band level) employee your contribution in critical factor (list factor(s)) is rated less than the midpoint of the next lower broad band level. Consequently, your contribution to this organization is considered inadequate and you are being placed on a Contribution Improvement Plan (CIP). Although you received an overall contribution score of (insert score), which is between the rails, you received a score of (insert

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, OJT)

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (insert number) or I can set up an appointment for you.

9. It is my desire for you to succeed in your position. I believe this situation can be eliminated by positive action on your part, providing you understand the seriousness of your failure to contribute at an acceptable level and providing you have the desire to make improvements. If your contribution remains at an inadequate level following this CIP period you may be reduced in pay (which may include a change to a lower broadband level and/or reassignment) or removed from Federal service.

10. This is to notify you of inadequacies in your contribution and that you have an opportunity to improve and meet the requirements of your position. My goal is to assist you to improve to an acceptable level within the next (period given).

Supervisor's Signature

Receipt acknowledgement:

Employee Signature Date

Following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion dates for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

Questions?

Comments?

- Jerry Lee 703-805-5498 or DSN 655-5498
 - jerold.a.lee@us.army.mil
- Cathy Anderson 703-805-1332 or DSN 655-1332
 - catherine.e.anderson@us.army.mil